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SUBJECT: Human Resources Study Group

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██████ problems with the group may be summed up as follows:

1. The study is a defensive reaction on the part of management and was initiated too quickly.
2. The study assumes that there is a youth project and is not a scientific inquiry to determine if such a problem exists.
3. The study should survey a broad spectrum of Agency employees--young, middle-aged, and old; juniors, middle managers and senior executives.
4. PSS is not really consulting with the Directorate representatives. It wants a rubber stamp group.
5. The costs of a year-long study have not been properly considered--particularly if the study is of youth only and not the entire population.
6. The study runs the danger of promoting "great expectations"--it may promise change where none is coming.
7. The study should not be undertaken if management is unwilling to make changes.

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One can add to these points the fact that the Directorate representatives have also been provided a questionnaire with which they are to interview a small sampling of analysts. In addition to reservations about the soundness of the questionnaire, there are strong reservations about the validity and propriety of these interviews being carried out by analysts. Moreover, no authority in the form of official notification of such a survey has been issued. ] —

Recommendations:

1. Management should rethink the "youth issue" and give some careful consideration as to what the PSS study should be doing, its purposes, its approach, its effects.
2. The study group should be free from managerial pressures--i. e., that the "issue" is defined by management; that there is a time pressure for quick and hasty completions.
3. Management should broaden the scope of the study to include all, or a wide variety of age and grade groups.
4. That the group should be enlarged to include broader representation from the Directorates.
5. That management should launch the study officially, i. e., a notice announcing the study, its objectives, and how management hopes to use its findings.

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